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# Bold and Enlightened Leaders at Every Level Forging an Empowered Culture of Excellence

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# Bold and Enlightened Leaders at *Every* Level

## Forging an Empowered Culture of Excellence

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# Why This Summit?

- The Vision & Power of “30” Something
- Planning With Admiral Clark : Time of Transformation: “Winning the War For Talent”; “Revolutions in Training”; “Web-centric War”
- The Steering Committee’s Birthing of the Topic and Title
- What This Meeting Means to Us—Steering Committee Story
- Why Now? Why Did it Continue? What This Means to Me!





# Why This Summit?

- Intentional strategy for change – a process of collaborative inquiry
- Shift attention to the positive core: An effort to discover the very best in human beings, DON at its very best.
- Leverage our strength and capitalize on learning opportunities.
- People will support what they help to create.





# We Welcome YOU to the Naval Post Graduate School

- Aviation Community
- Surface Warfare
- Submariners
- Staff Corps  
(Supply, Medical, CEC)
- Marines and  
Special Warfare
- Roadway Express
- Shell
- Cisco Systems
- The Learning Circle
- United Religions
- Interactive Design  
Consultants
- Public Dialogue  
Consortium





# Stakeholders (cont)

- NetAge
- 2 Army representatives
- 2 High School Students
- 2 College Students





# Ai Large Group Summit

- “Whole System” –
- Task is Clear...**Strategic**
- **Future** Focus & Continuity
- Self-Management & Dialogue
- Discovery of Higher **Common Ground**
- Magnify **Momentum** for Action
- Future Action As **Learning**— Spirit of “Pilots” & Learning “Communities”





# Success Factors

- All people are needed/ all experiences valid...Our role and agreement with you
  - High involvement - large and small group work
  - Few lectures and no speeches
- Everything written on flip charts
- Listen to each other respectfully
- Observe time frames





# Success factors

- Seek common ground and action
- Differences honored
- **Full and active attendance**...many feelings: excitement, confusion, clarity, camaraderie, fun, hard work, impatience, contentment, renewal, hope
- Sessions are cumulative and will build on one another.
- Logic for structure and activities: designed to create generative conversations.
- “Soak time” is important.







# Summit Agenda

- **Day 1 - Discovery** - appreciative interviews, identifying common themes, root causes of success, benchmarking stories
- **Day 2 - Dream & Design** - declaring our visions for our future, developing design propositions & principles
- **Day 3 - Destination** - envisioning pilot possibilities, areas of action, and learning potentials
- **Day 4 - Destiny** - presentations from all opportunity groups and next steps for after Summit







# Why Stakeholders?

- Collective “Whole System” Knowledge.
- 1000s of Years of Talent, Experiences of all Levels.
- Everyone Here is Critical To Our Topic.
- Common Vision for the Future & Alignment of Strengths = Magnified Capacity for Real and Positive Change.
- Special Welcome to Our External Stakeholders





# Why Appreciative Inquiry?

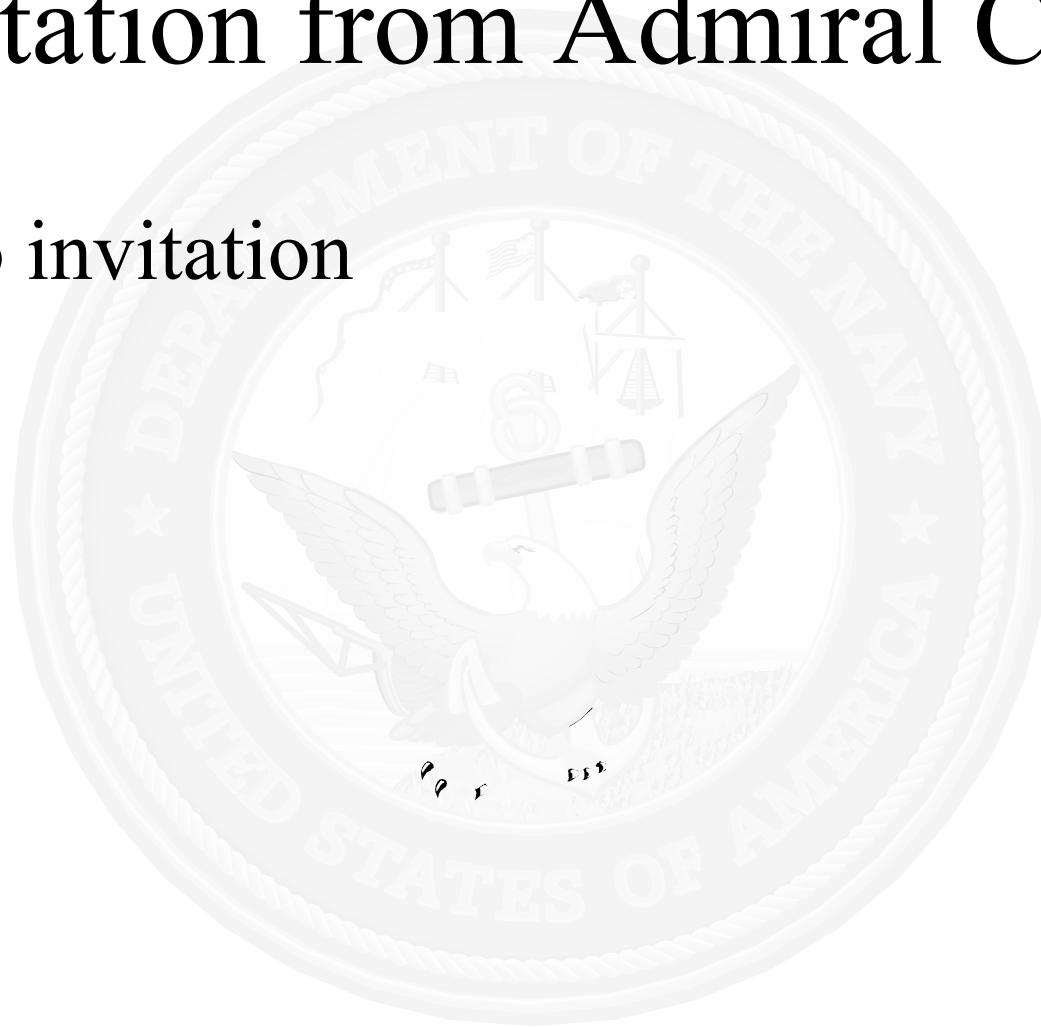
- Positive Large Group Planning
- “Most Important Innovation” CWRU
- Create vision through dialogue
- AI Allows People to:
  - Envision new opportunities
  - -Magnify Capacity
- Which Results in:
  - The creation of momentum, energy and passion to construct and propel the organization to the ideal future through collaboration, innovation, and action...





# Invitation from Admiral Clark

- Video invitation





# It is A Time for Re-thinking Human Organization and Change!



**END of  
APARTHEID**



**GLOBAL  
democratization**



**E Commerce**  
*extended enterprise*

**Chaordic**

**SPEED**



**SHUTTLE in space  
and GLOBAL  
SPIRITUALISM**

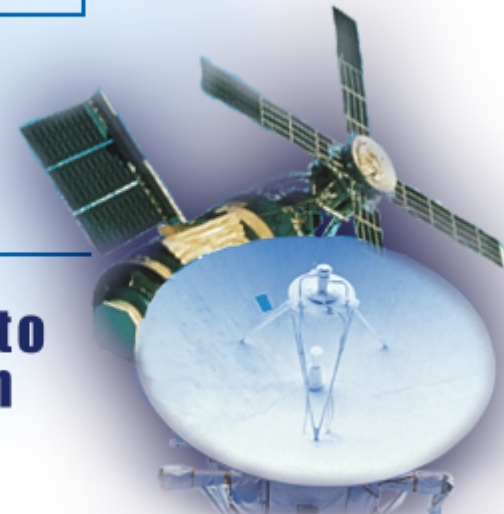
**WHOLE system  
CHANGE**



*Business Eco System*

**Self  
Organization**

**NO LIMITS to  
cooperation**







# .....A Time for Re-thinking

*“We are at the very point in time when a 400-year old age is dying and another is struggling to be born, a shifting of culture, science, society, and institutions enormously greater than the world has ever experienced. Ahead, the possibility of the regeneration of relationships, liberty, community, and ethics such as the world has never known, and a harmony with nature, with one another, and with the divine intelligence such as the world has never dreamed.” --Dee Hock, CEO Visa*





# Lets Get Started... Opening Questions for You

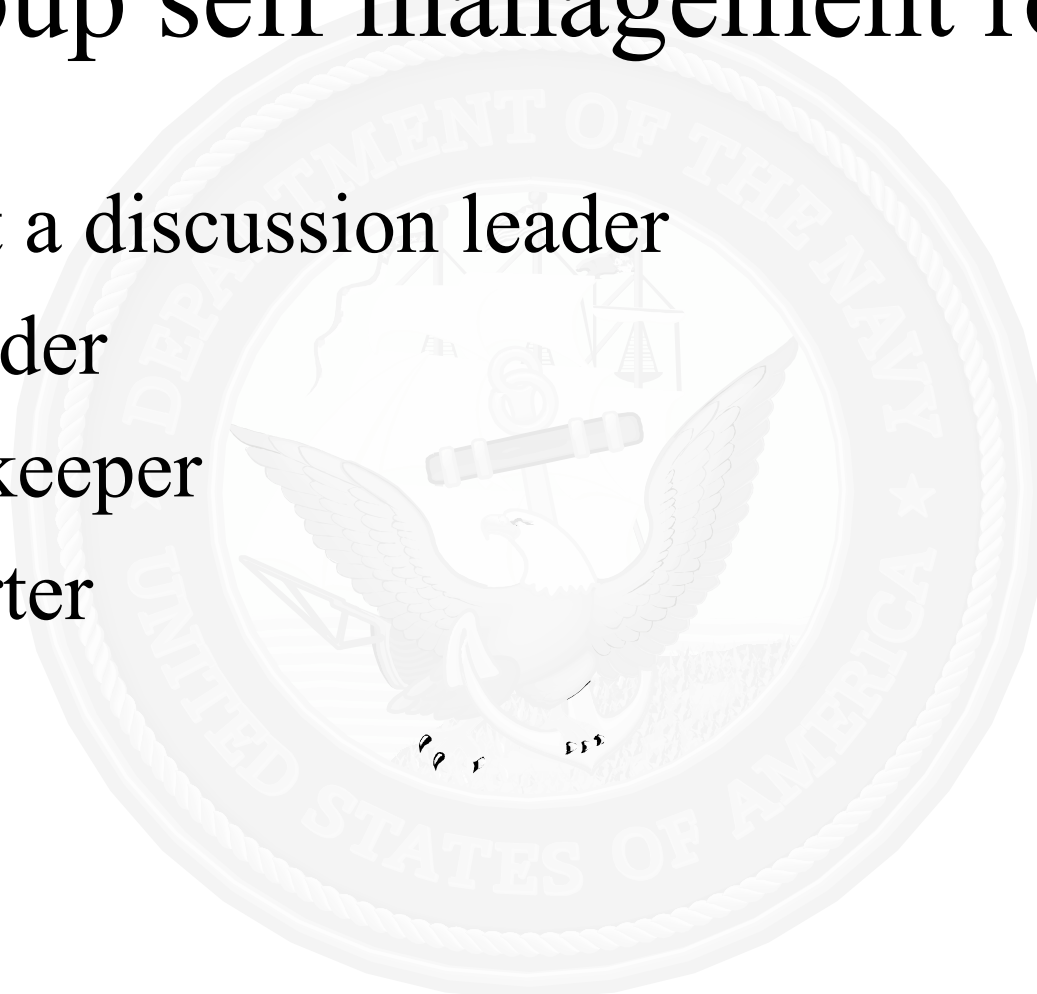
- See tab “workbook”
- Page: 5
- Individual reflection/your experience





# Group self management roles

- Select a discussion leader
- Recorder
- Timekeeper
- Reporter







# Starting AI Interview

- A-->B (30 min)
- B-->A (30 min)
- Spirit of discovery
- Take notes
- At the end.. summary & thanks





# Group Task

- See pages # 11
- Introduce your interview partner to the group
- Share stories and highlights from your interview: Questions: 1 & 4
- Identify common themes as a group
- Capture your themes on a flipchart...
- 3 minute report at 12:00





# Go to new “Stakeholder” tables

See page #11

- Enlisted Aviators (Tables #1 - 7)
- Senior Officer Aviators ( Table #8and 9)
- Special Warfare (Table #10 and 11)
- Support Staff (Table #12- 16)
- Submariners (Table #17 - 21)
- Surface Warfare Community (Tables #22-31)
- DON Civilians (Tables 32 and 33)





# Discovery: Root Causes of Success

- See worksheet page # 12
- Building from interview questions 2 a, b, & c...
- Everyone shares.
- Discover “root causes of success...”
- Capture patterns-insights on a flipchart
- Select one of the good **stories** to share in plenary, along with your analysis of causes of success





# Welcome to Guests: Stories of Cisco Systems, Roadway Express, Shell, Public Dialogue Cupertino Project

- Your notes: see page #14





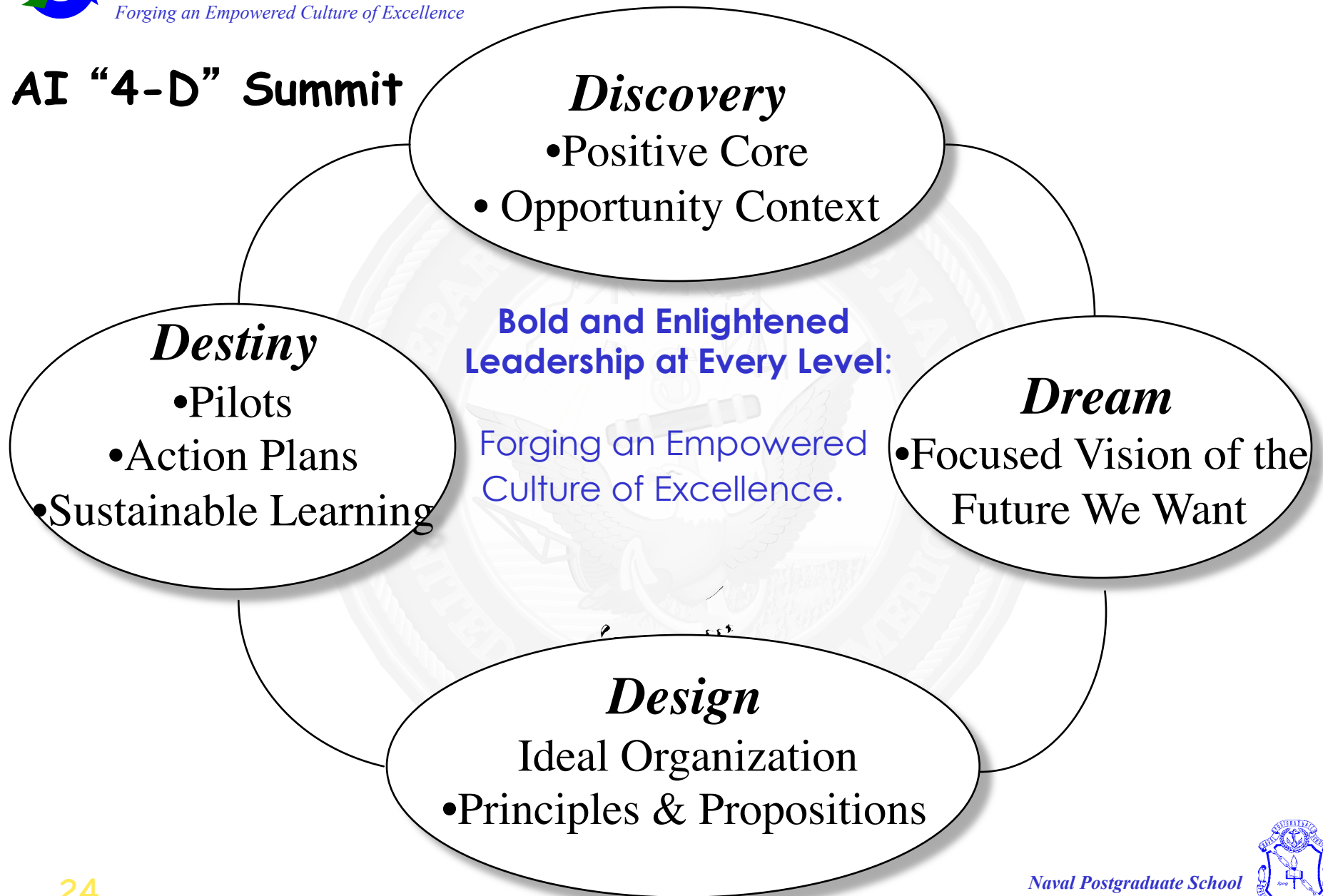
# Today

- Welcome!
- Stories (cont.) Cisco Systems & Cupertino
- Positive Image, Positive Action
- Images of the Future Navy We Want
- Design: Propositions & Principles of Leadership for the Future
- Preview of Tomorrow





## AI “4-D” Summit





# Tables:

- Reflecting on the stories (Roadway, Shell, Cisco, Cupertino, etc)
- What did you hear? Like most?
- What actions, principles, processes created leadership & empowerment at every level?
- Questions emerging for you?







# Reps task: by tomorrow am

- Meet with other table that had your similar proposition area
- Work together to create a great proposition that builds on the best of each.
- Put on a disk and have the disk to us by 7:30 in am!
- The two of you will present to the whole group first thing am.





# Positive Image - > Positive Action

- Powerful Placebo, Positive Health
- Pygmalion: Images of Others
- What Good Are Positive Emotions?
- Unbalanced ‘Inner Dialogue’ 2:1 Ratio
- Rise and Fall of Cultures
- Affirmative Capability:





# Discussion At Your Table

- What did you find most interesting or important?
  - Placebo? Pygmalion? Inner Dialogue?
  - Positive Affect? Rise & Fall of Cultures?
  - Affirmative Capability?
- Examples from your life? Navy?
- Other research?





# Group Task: Visions of the Future

- See worksheet, page # 15...presentations begin at **1:45**
- Work from now until 12:30
- Lunch 12:30- 1:15
- If you need it, work as a group from 1:15-1:45





# What do we mean by “Design” ?

**Both a product and a process**

**As a verb...”to design”...Is to invent, to innovate, to conceive and to make choices - about the purpose, principles, roles, processes, practices and structures which will house, support and give life to the organizations members and the dream they have created.**

**As a noun, “the organization design” ...Is the set of choices we have made about the above.**





# Designing for Innovation

**A time for the creation of new forms, new containers, new practices and even new directions which embrace and are infused by the positive core unearthed in Discovery and imagined in our Dream.**

**A time which calls forth and even demands the spirit of invention and pioneer action so long dormant in many organizations.**

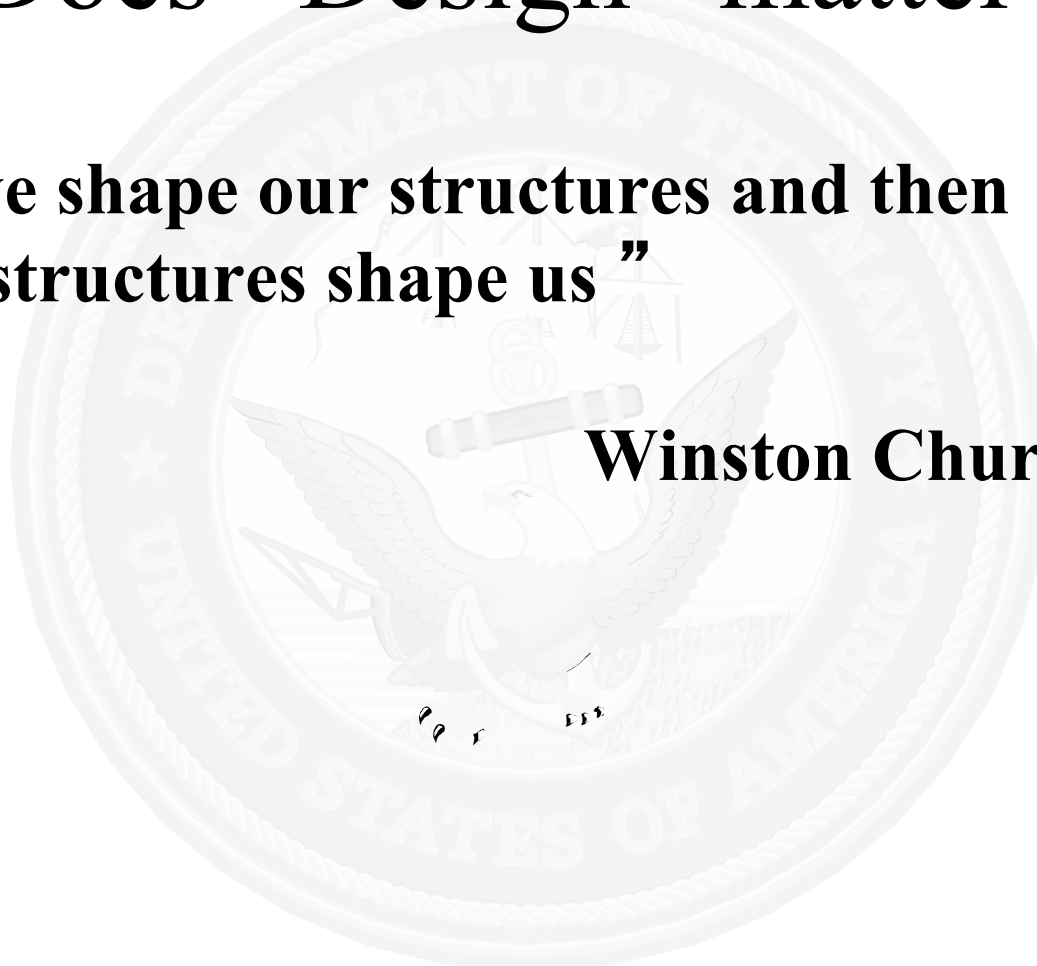




# Does “Design” matter?

**“ First we shape our structures and then  
our structures shape us ”**

**Winston Churchill**





# Does Design Matter?

**“Most people spend 50% of their time not just doing their job but fighting their own institutional bureaucracies”**

**Dee Hock, Founder, Visa International**







# Does Design Matter?

**“All systems are perfectly designed to achieve the results they are currently achieving”**





# Principles for design

## Inclusion principle

**When the whole system and its voices (i.e.- all levels, functions, key stakeholders) are in the room, the richer the conversations and the greater the possibility for true innovation.**





# Principles for design

## Continuity principle

**Building on successes of the past provides hope, energy and confidence in our ability to create the world of our dreams**





# Design as ongoing improvisation

## Design as improvisational and ongoing

**All “designs” are “best bets” about what will work in a given environment. Regular cycles of inquiry are needed to deepen the understanding of what is working and to stay in tune with the environment. A sense of “it's never done” is core to the always emerging, continuous quest to discover the best alternatives.**





# Provocative Propositions

- Are exciting
- Are provocative – they stretch and challenge
- And are a realistic stretch
- Are desired (they represent our highest hopes)
- Represent constitutional beliefs (“we hold these beliefs to be self-evident. . .”)
- Describe what is wanted in positive terms
- Are written in the present tense, as if they are already happening.





# Elements of Org Architecture

- Education and training
- Leadership Style and Culture
- Staff/ People / Relationships
- Work processes and job design
- Career structure and incentives
- Organization structures
- Stakeholder Relationships
- Communications
- Systems
- Reward and recognition practices
- Decision making Procedures
- Beliefs about people





# Example Provocative Proposition

- Education and training are the foundation of the empowered culture of excellence in the US Navy. We foster leadership that encourages, challenges, and supports all members of the organization to engage in ongoing learning, both personal and professional. The Navy provides life long training and education opportunities that support a sense of purpose, direction, and continual growth. This, in turn, nurtures the strength and confidence people need to achieve their full personal and professional potential.







# Example Provocative Proposition

- We recognize that all members want to contribute to a higher sense of purpose and service to a larger mission. Jobs are designed so that people have freedom and autonomy to take necessary action to achieve the mission of their unit and see the meaningfulness of their contributions. All jobs are designed to be meaningful, purposeful, and rewarding.





# Example Provocative Proposition

- The Navy recognizes that people from all levels of the organization have valuable knowledge, experience, and immense potential. We have a culture that fosters empowerment at all levels of the chain of command. Toward this end, decisions are made at the most local level possible and include all relevant and affected parties ensuring the sharing of good information, and creating the empowered involvement that breeds commitment.





## Sense of the Meeting: Have We Reached Some Common Ground Vision for the Future?

- Green 3x5= Yes, it reflects my hopes for our Navy—move forward!
- Yellow= Yes, common ground, with some caution
- Red= No, it does not reflect the future I want to see





- 11:05 – 11:15 Brainstorm in pairs
- 11:15 – 12:00 Set up Pilot Proposals
- 12:00 – 1:00 Lunch
- 1:00 – 2:00 Round I of Pilot Discussions
- 2:15 – 3:15 Round II of Pilot Discussions
- 3:15 – 3:30 Break
- 3:30 – Debrief Pilot Discussion
- 6:30 CNO Reception





# Imagining Pilots: Do you Have a “Seed Idea”?

**The idea of pilots—**

**to experiment or test out  
to steer, navigate, move forward**

- Sprit of learning, inquiry, and discovery (like a quest)
- Mobilizing action and innovation from local level, command level, or Navy wide
- Ways to mobilize the vision
- All great things have small beginnings, large impacts – the tipping point.





# Quick Brainstorming of Pilot Ideas

- Dialogue in pairs for 15 mins.
- What possible pilots did we hear in the dream presentations / skits (For example, 360 degree feedback, AI Large group summits on a ship).
- Help each other imagine possible pilots at unit level, command level, Navy level.
- This is a simple brainstorming exercise – do not evaluate.





# Open Space Process

setting it all up

- Do you have a “seed idea” for a pilot?
- Write your idea on a sheet provided. Write in big letters with magic markers.
- Be ready to share the idea and invite others to join you in giving birth and substance to the pilot.







# Open Space steps

- We will hear all the seed ideas for pilots.
- We will combine similar pilot ideas
- We will create times (2 rounds) for meeting in groups.
- You will have to make a choice--to self select into the group / pilot idea that is most exciting and compelling for you.





# Open space idea

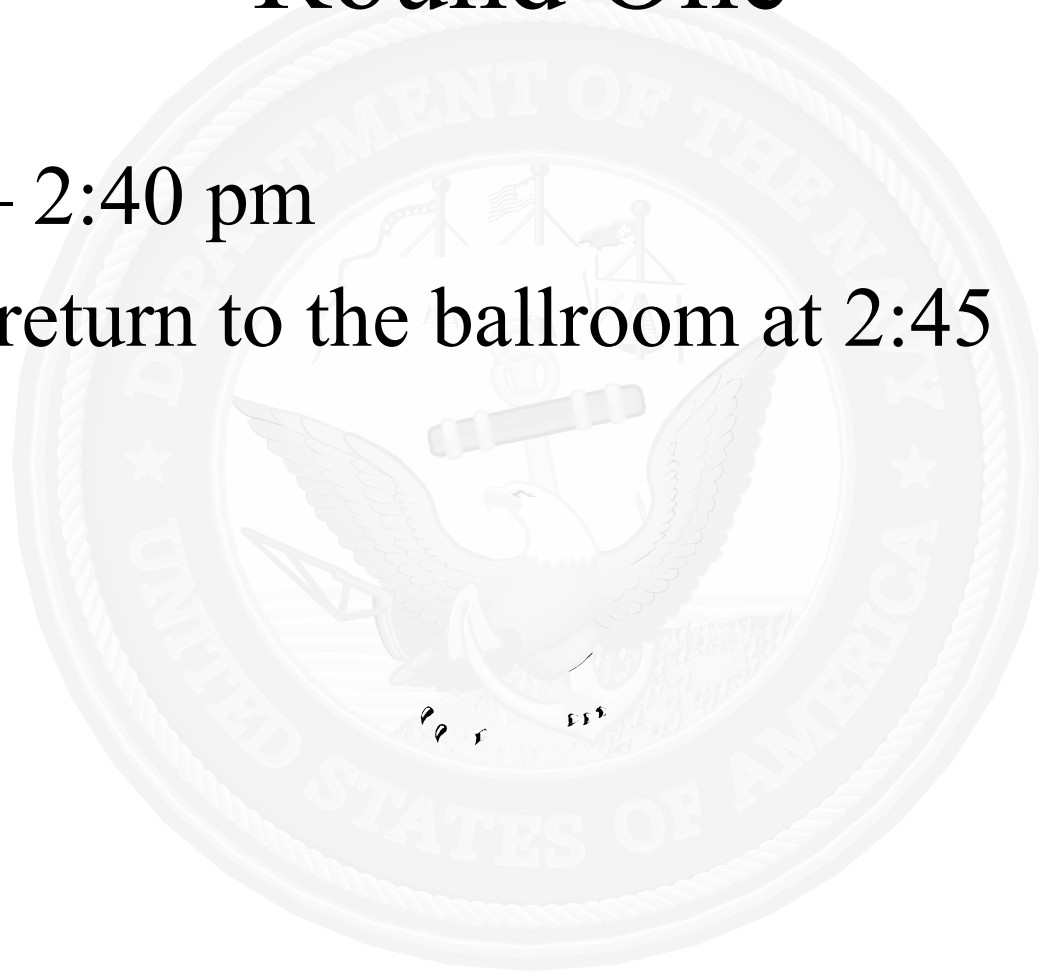
- Whoever shows up—they are the right people!!
- Law of 2 feet
- Self-organize—ok to form sub team, or combine
- Ok to cross-pollinate?...switch groups
- As A guide for Pilot discussions, see worksheet pages 20 and 21.





# Round One

- 1:40 – 2:40 pm
- Then return to the ballroom at 2:45





# Round Two

- 3:10—4:30 choose your pilot topic you are most interested in helping to develop—go to the tables listed...get started
- Return: 4:35 be ready for a 1 minute, high level commentary on your pilot—how well developed?





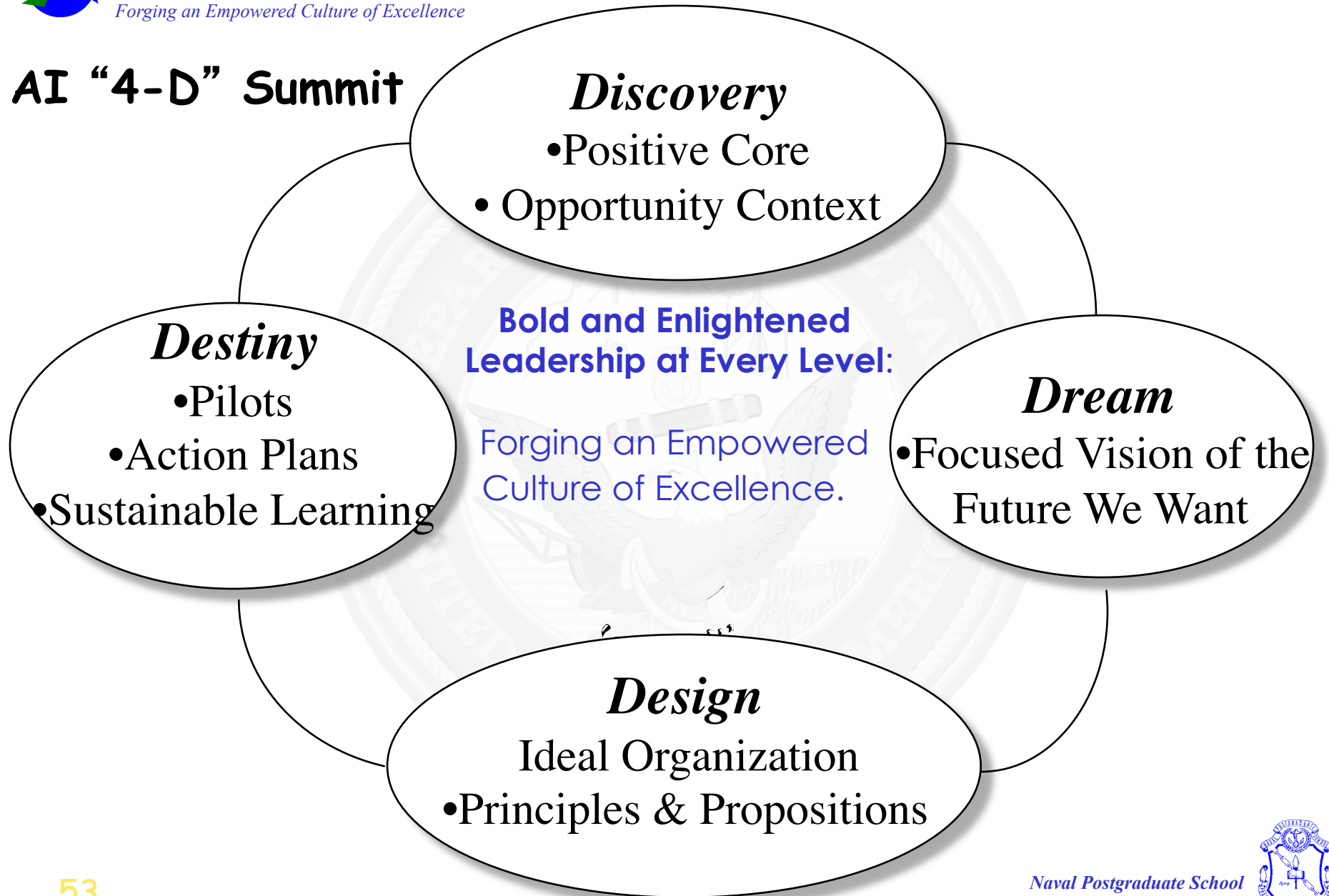
# Pilots

- High level overview! One Minute (accelerated energy)
- Tomorrow more in depth
- Listen for Possible Connections Across Pilots





## AI “4-D” Summit





# Today

- Presentations & **Dialogue on Pilots** With Admiral Clark...
- Pilots Presenting (cont.)
- **Going Forward** From Here: Steering Committee, Learning Network, Connecting, Magnifying Momentum...Admiral Harms
- Closing **Reflections**







# Pilot Groups: 20 minutes

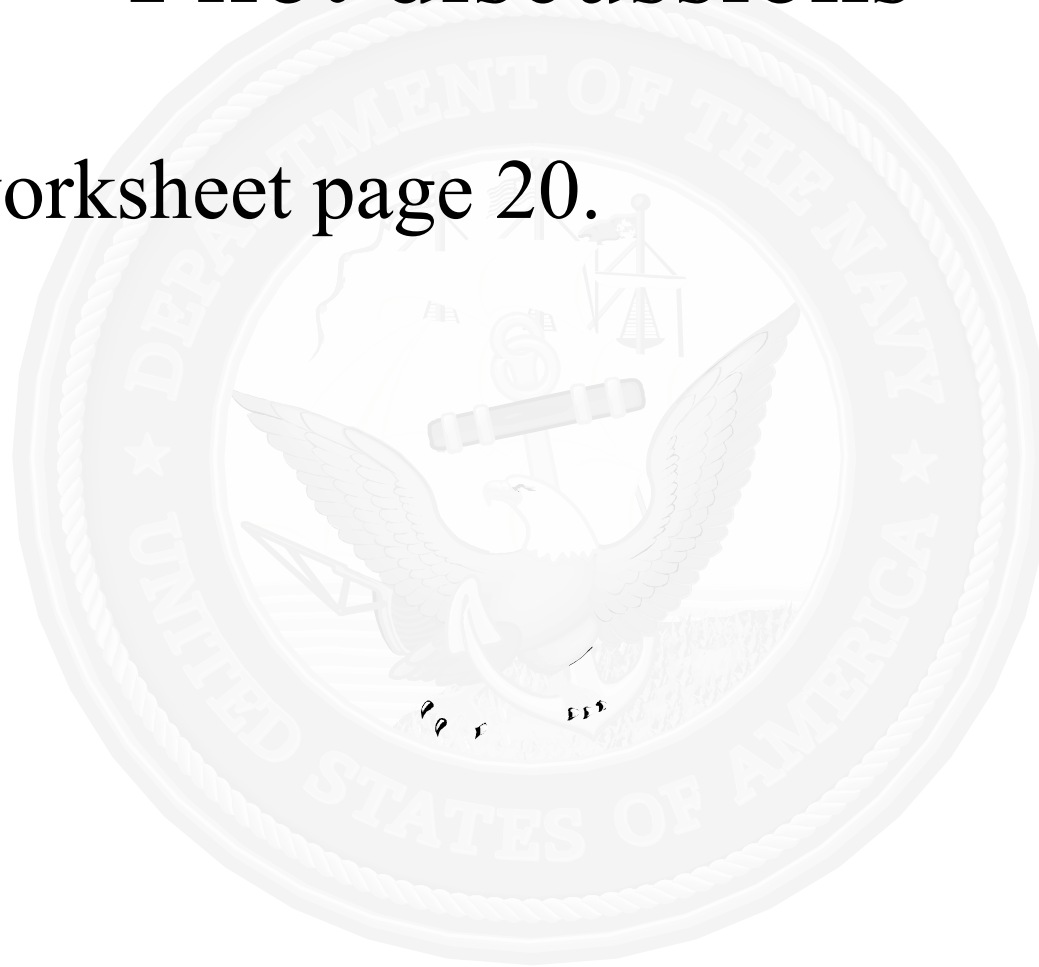
- Quick check in/update ideas/
  - Your next, next step
  - Images of the kind of relationship you want with our steering committee leaders?
- Hopes?





# Pilot discussions

- See worksheet page 20.





# Pilot report outs

- Give a one minute, high level summary of your pilot discussion.
- Put a summary of your group's discussion on a disc (in Word) and turn it in no later than 8:00pm.
- Make sure your disc has a label with the name of your pilot on it.
- Print out a copy of your group's discussion and turn it in at 8:00pm.





# With your partner

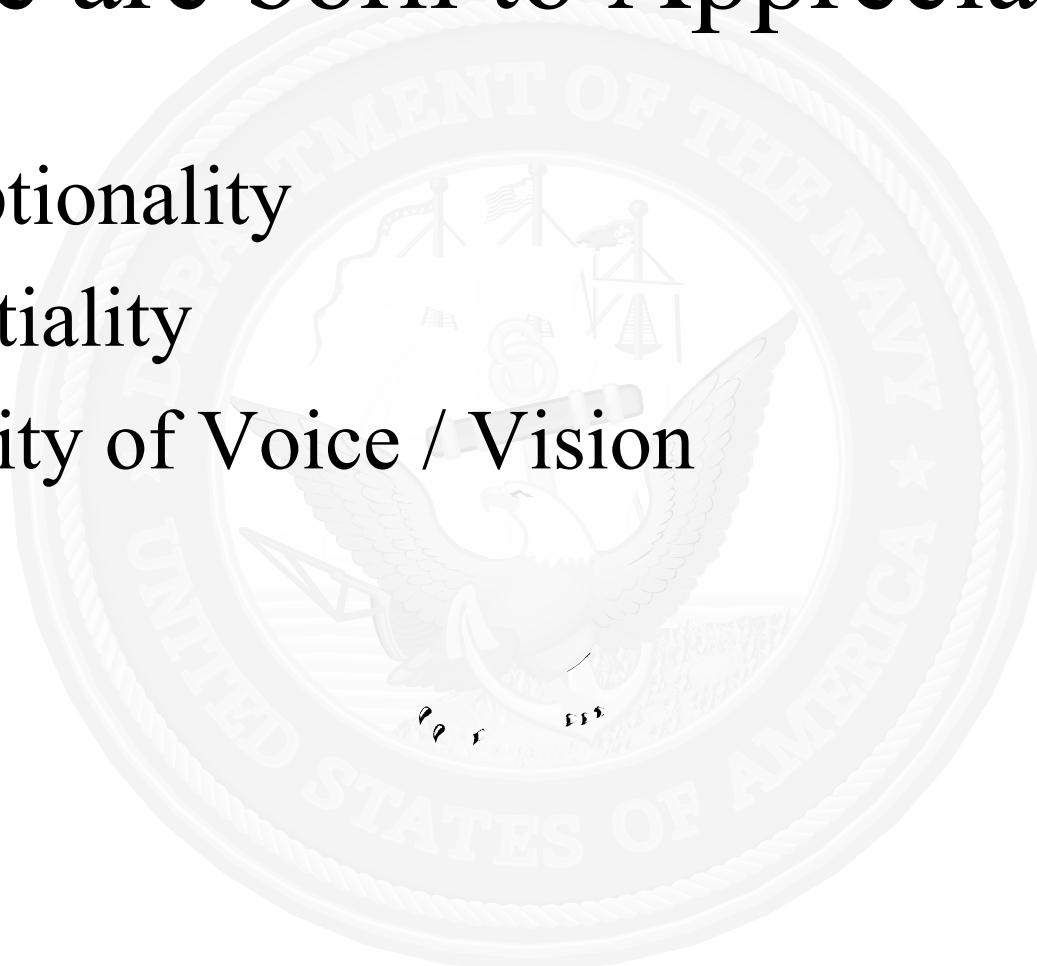
- What is one message, positive thought, or action you will communicate or bring back to the workplace after this meeting?
- What is one action you are committed to taking on your own, after you leave here?
- What is one quality you plan to develop in yourself as a leader as you leave this meeting?
- What is one way you will support the leadership of others?





# We are born to Appreciate!

- Exceptionality
- Essentiality
- Equality of Voice / Vision





# Your Reflections

- Key Learnings / Insights?
- Feelings?
- Hopes?

